



1999 CSAF Survey Results

**Capt Hopkins
AFMIA**

**Maj Chesley
USAFA**

**LtCol Sobota
AF/DPDF**

21 Jan 00



Overview

USAF



- Background
- Lessons learned
- Organizational Climate results
- Organizational Climate analysis
- Quality of Life results
- Quality of Life recommendations



Background

USAF

- **Charter**

Provide actionable feedback to commanders at all levels for the purpose of improving their organizations and to collect field input on QoL

- **CSAF Guidance**

Combined Federal Campaign approach Biennial
survey (30 Sep - 12 Nov 99)

Entirely computer-based

Results sent to appropriate level

Results within 6 months



Survey Architecture

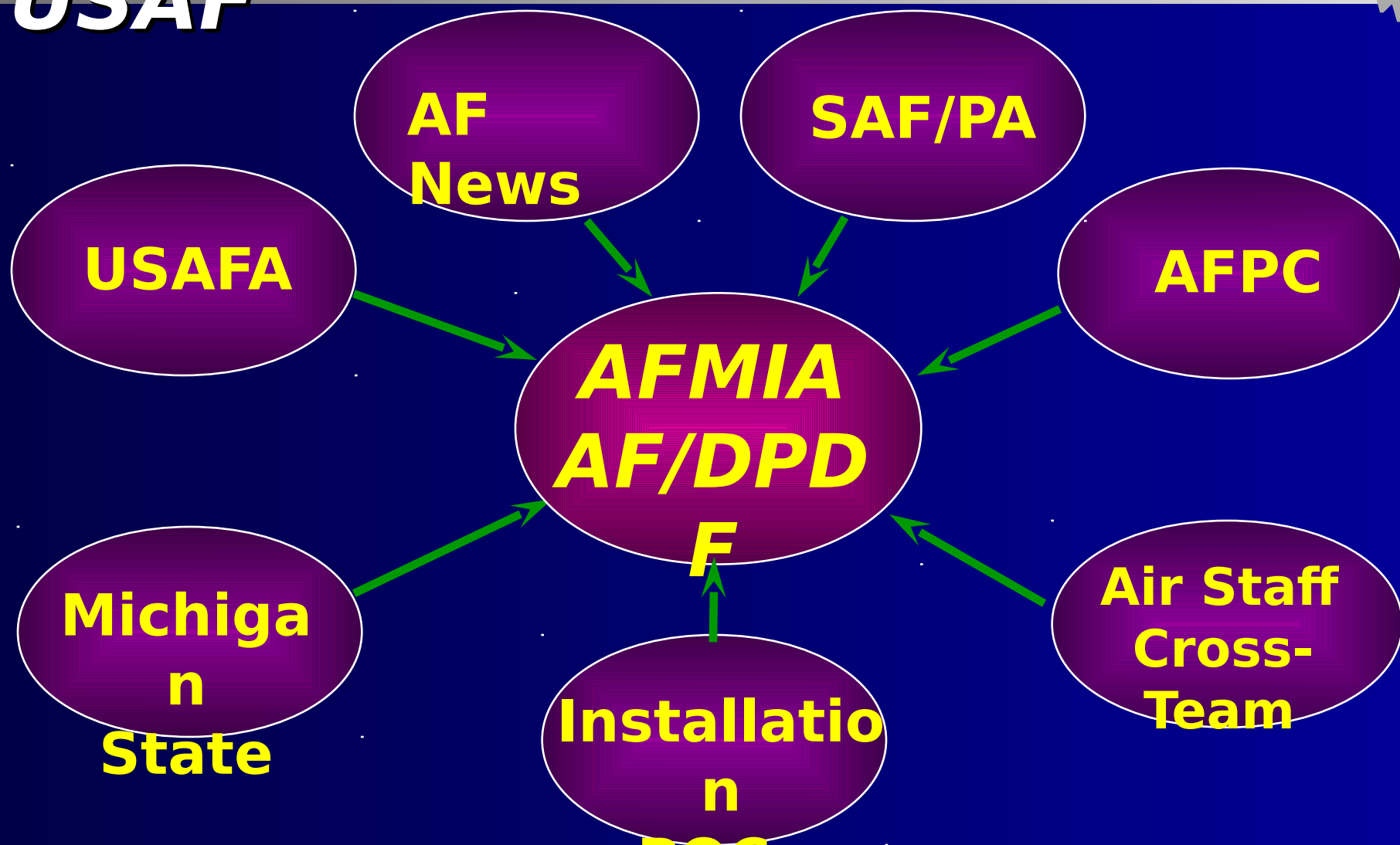
USAF

- **AF/XP (AFMIA)**
 - Overall Team Lead
 - Organizational Climate Survey
 - Survey Software
- **AF/DP (DP QoL Office and AFPC)**
 - Quality Of Life Survey
 - AFPC System Hardware
- **Specific MAJCOM questions**



CSAF 1999 Survey Strategic Partnerships

USAF





Project Improvement Efforts Self- Assessment

USAF

Improvement Effort

Impact

Increased partnerships **SUCCESSFUL**

Increased R & D **SUCCESSFUL**

Increased POC training **SUCCESSFUL**

Increased marketing **SUCCESSFUL**

More responsive customer service **SUCCESSFUL**

Climate data training tools **SUCCESSFUL**

Use of emergent technologies **TBD**

Web-based focus **MIXED**





Web Survey--Breaking New Ground!

USAF

- Challenges and Fixes
 - Capacity bottleneck with Randolph hardware
 - Corrected Randolph problems within 4 days
 - Base network configuration problems & firewalls
 - Fielded LAN/disk versions (sometimes not used)
 - Developed “deployable” web option (last ditch)
 - PCs Not Configured as .MIL (DNS)
 - Manned “help” desk to provide non-.MIL ID and password



System Design & Safeguards

USAF

- Restricted to .MIL access
 - Special ID and Password required for non .MIL
- Small amount of data between PC and server
- Every answer saved upon entry
- Anonymous: users created own ID & password
 - If interrupted, user could re-login, starts where user left off
- Randomized order of 2 surveys and sections



1997 and 1999 Survey Compare

USAF



• 97 Survey

- LAN / disk only
- 10 week collection
- Brief CSAF Feb
- MAJCOM reports Feb
- Unit climate reports Jun
- Climate VIRCON available

• 99 Survey

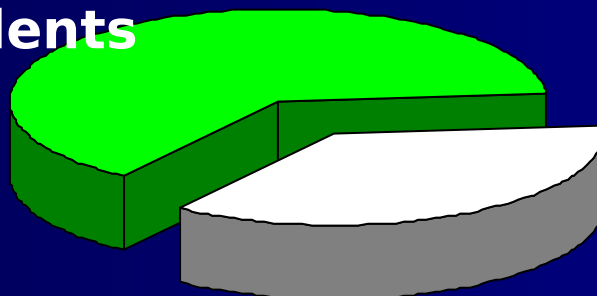
- **Web** / LAN / disk
- 6 week collection
- Brief CSAF **Jan**
- MAJCOM **briefs Feb**
- Unit climate reports **EOM Jan**
- **Climate on-line training course**
- **Climate on-line library**



Demographics

USAF

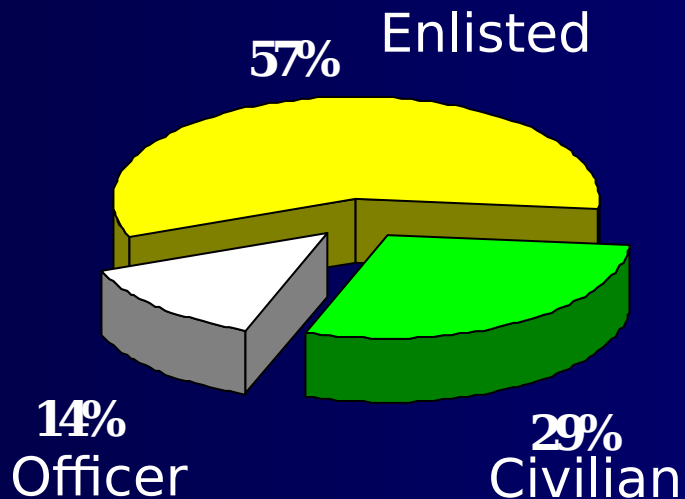
64% Non-Respondents



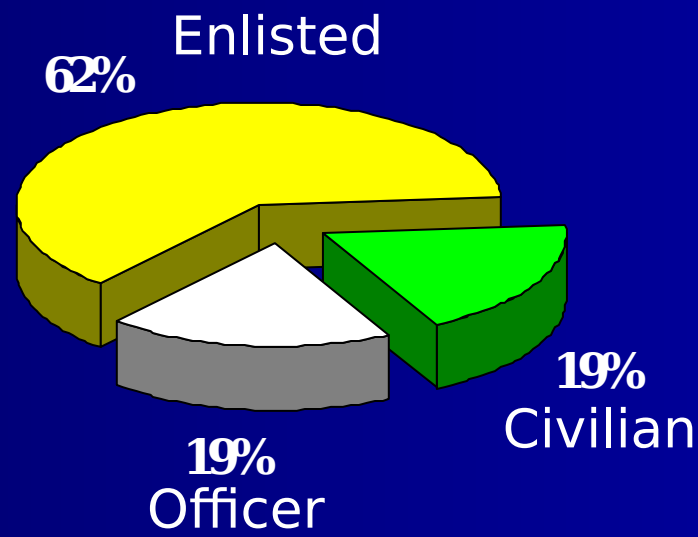
36% Respondents

39% in '97

AF Population by Category



Respondents by Category





Organizational Climate Section

USAF

- Kept most of '97 questions
 - Originally developed by tiger team
- '99 statistically validated and improved
- 13 major climate variables
- Questions answered on 1-6 scale
- Written comments optional



Reports--Rules of Engagement

USAF

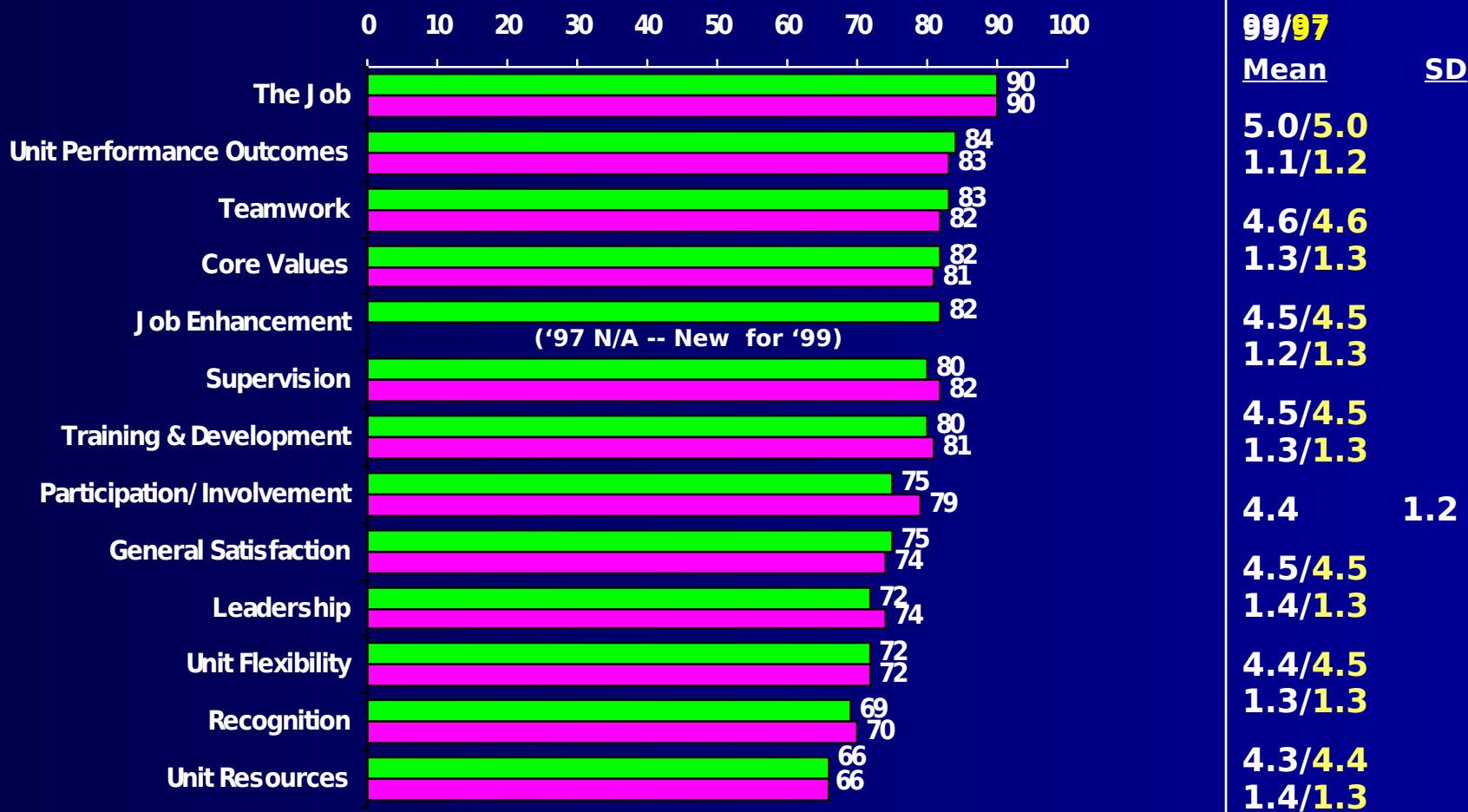
- Unit data & identity only provided to unit CC
 - Only aggregate shown of subordinate units
 - Anonymity guaranteed
 - Specifics of subordinate unit data not releasable
- Comparisons:
 - Look-Up in aggregate, to parent chain only
 - Look across to aggregate of like units



1999 CSAF SURVEY

Highest to Lowest by Most Positive Responses

USAF



99 97

% Positive = (Slightly Agree + Agree + Strongly Agree)

Don't Knows not included in graph

4.2/4.2
1.5/1.5

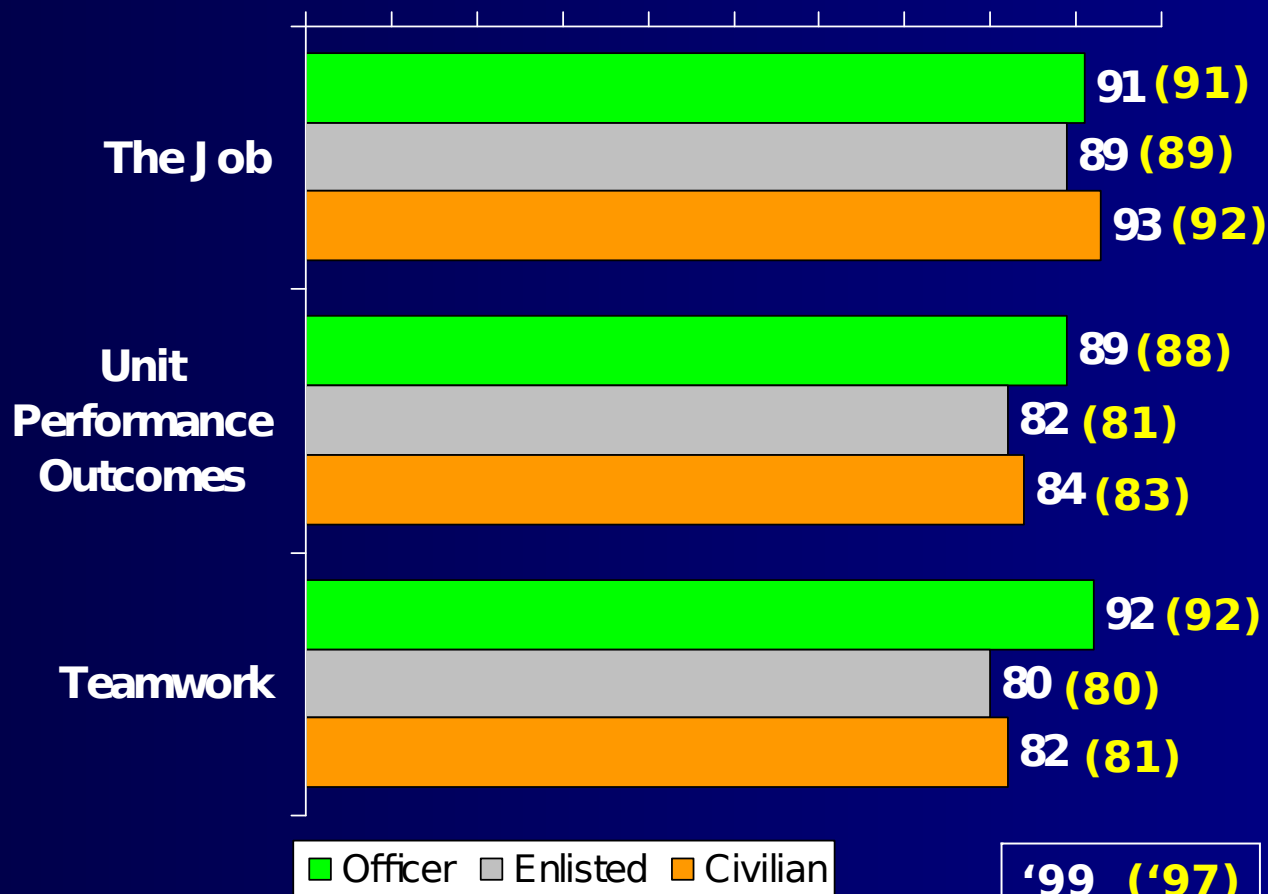


1999 CSAF SURVEY

USAF

Percent Positive Response

0 10 20 30 40 50 60 70 80 90 100



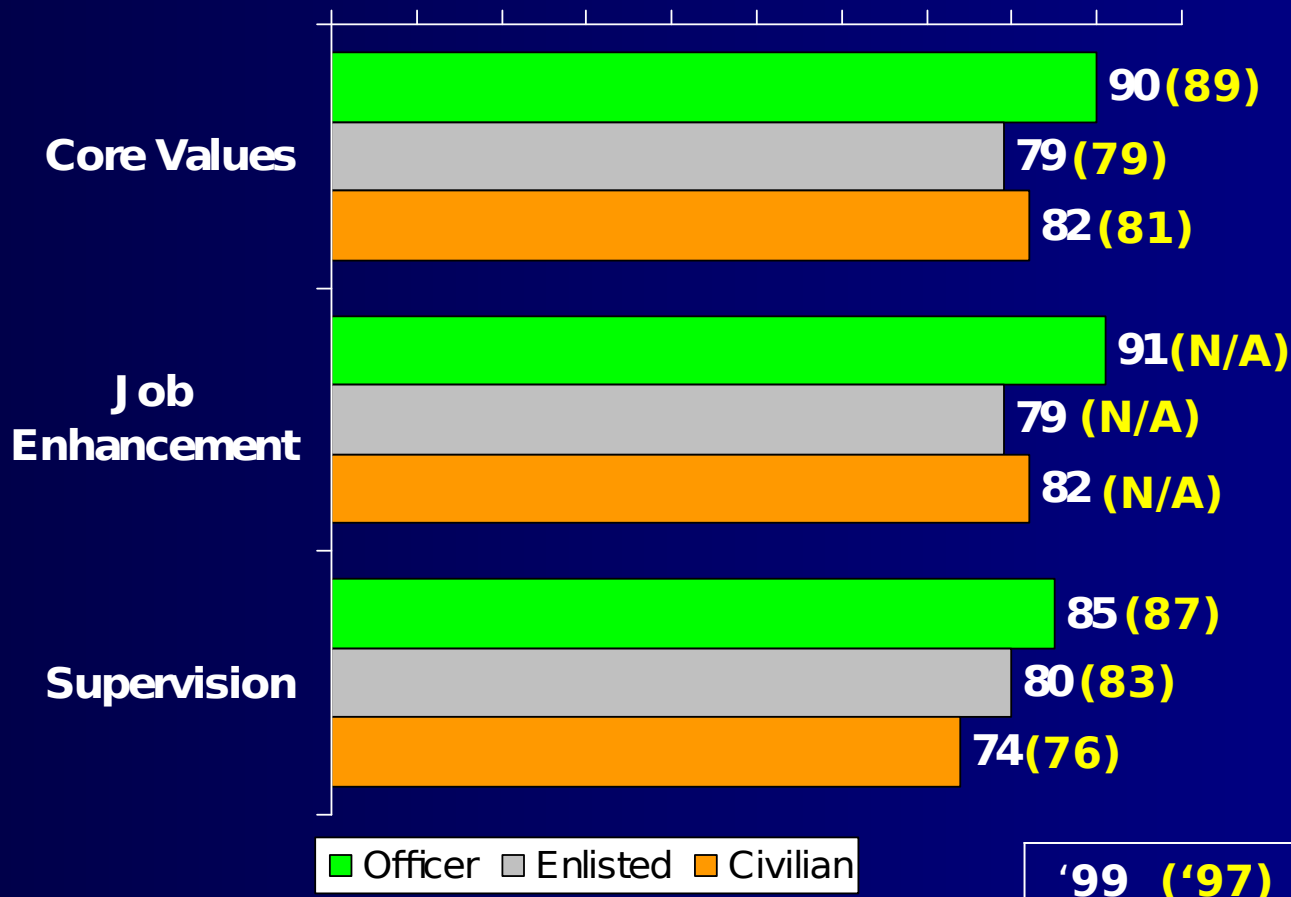


1999 CSAF SURVEY

USAF

Percent Positive Response

0 10 20 30 40 50 60 70 80 90 100



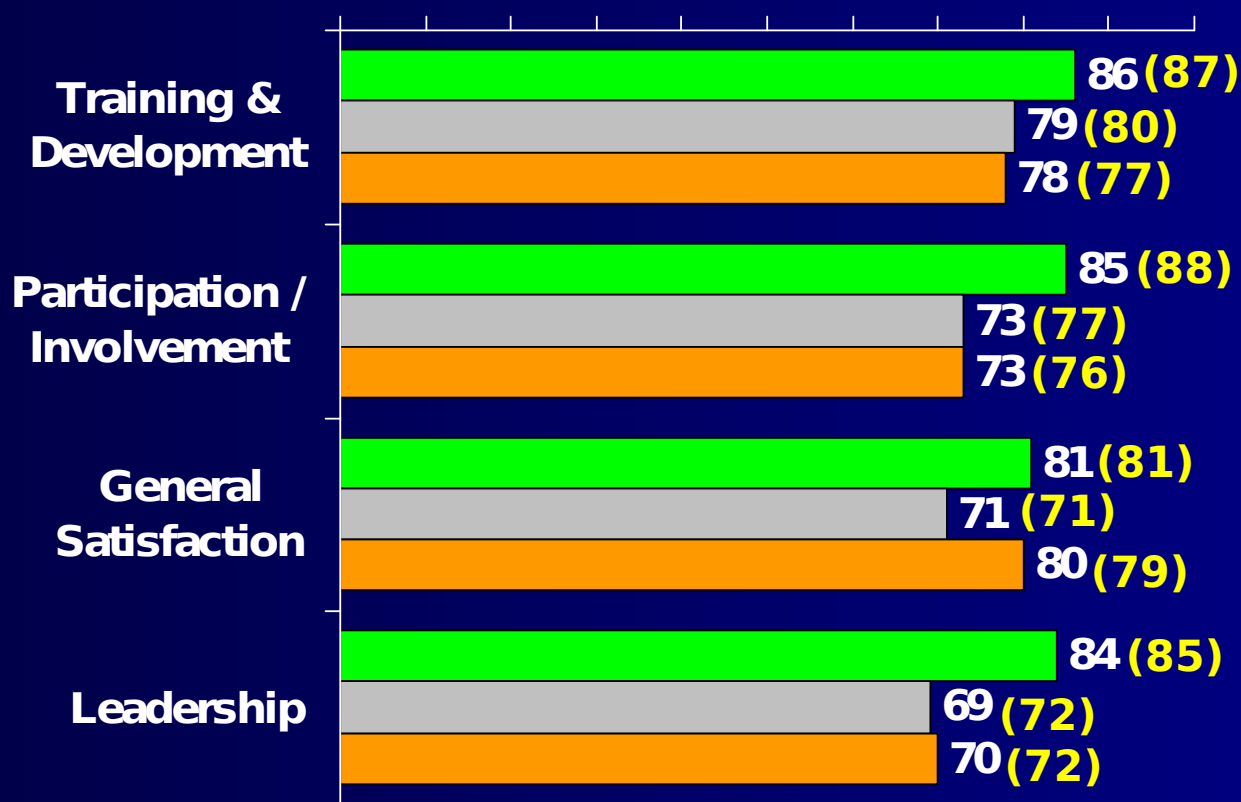


1999 CSAF SURVEY

USAF

Percent Positive Response

0 10 20 30 40 50 60 70 80 90 100



■ Officer ■ Enlisted ■ Civilian

'99 ('97)

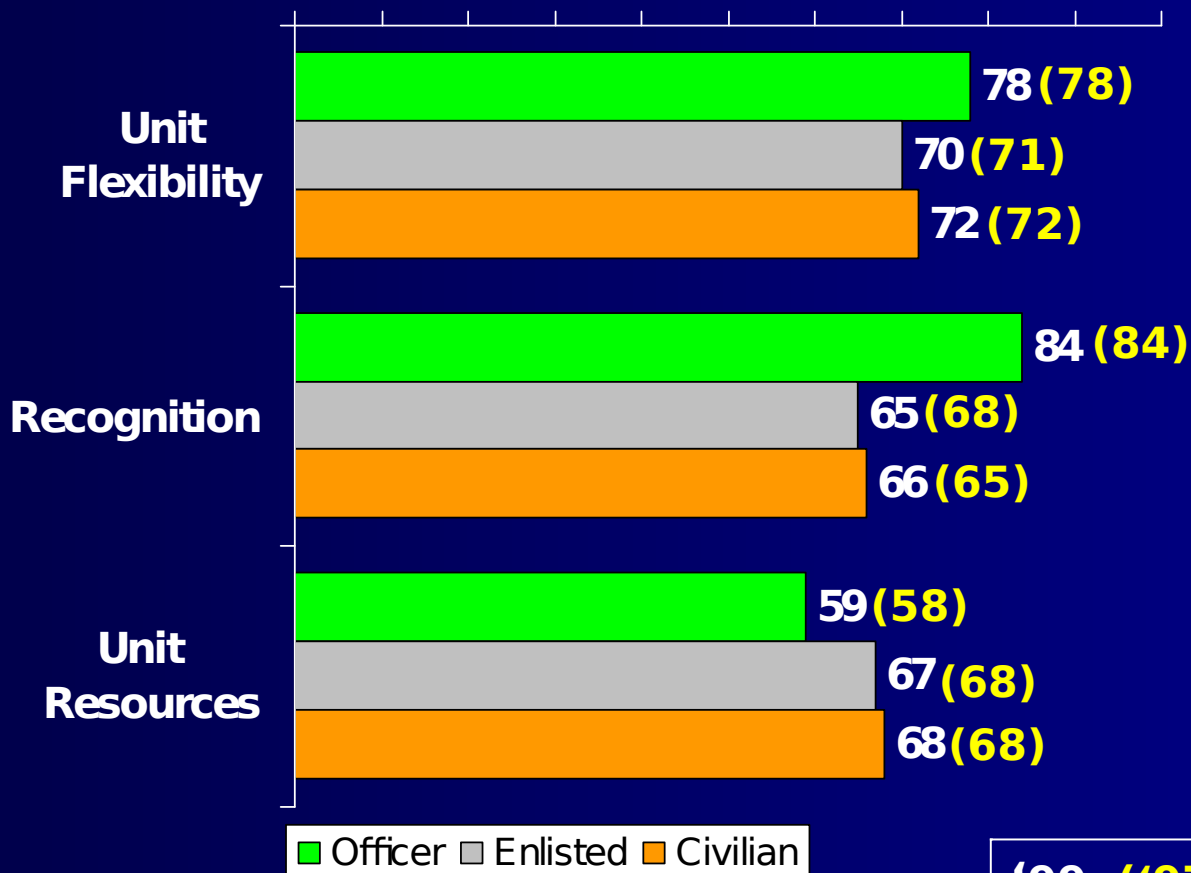


1999 CSAF SURVEY

USAF

Percent Positive Response

0 10 20 30 40 50 60 70 80 90 100



'99 ('97)



Unit Level Reports

USAF

- Over 37,000 Climate reports provided
 - Unit '99 data
 - Unit compare to '97, like-units, & parent units
- Tools to Help Commanders
 - On-Line Interpretation and Feedback Training
 - On-Line Library and Information
 - Thematic Maps



Thematic Maps of Comments

USAF

- New Software Allows Visual Comment Analysis
 - Top Down View of “Theme” Mountains
 - Similar Comments Are Mapped Closer Together
 - Clusters and Elevation Represent Themes in Data
- Quick Way to Get the Major Ideas

Comment Themes of All AF Members





United States Air Force Academy

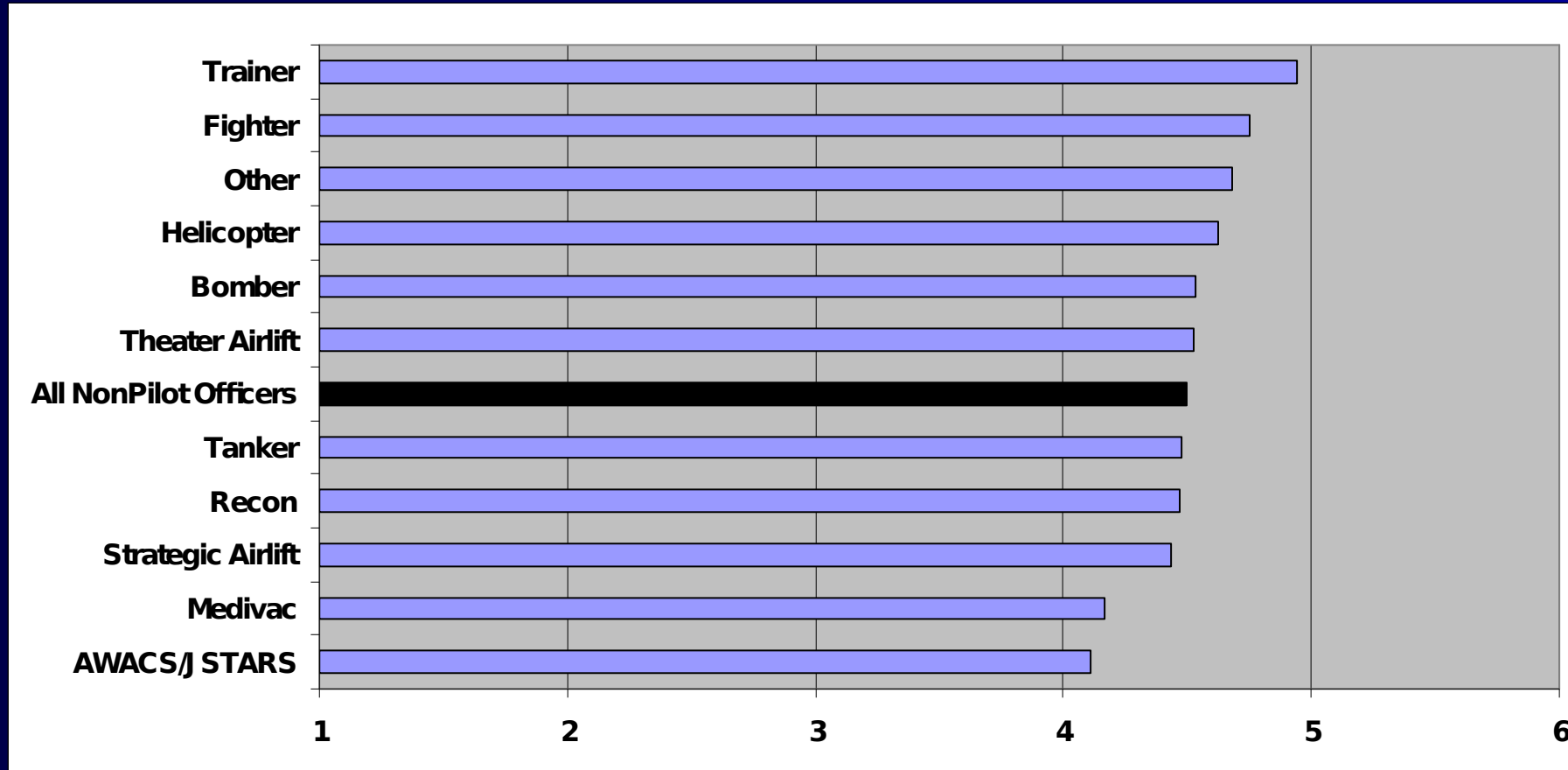


*CSAF Climate
Survey*

*Structural
Data
Analysis*

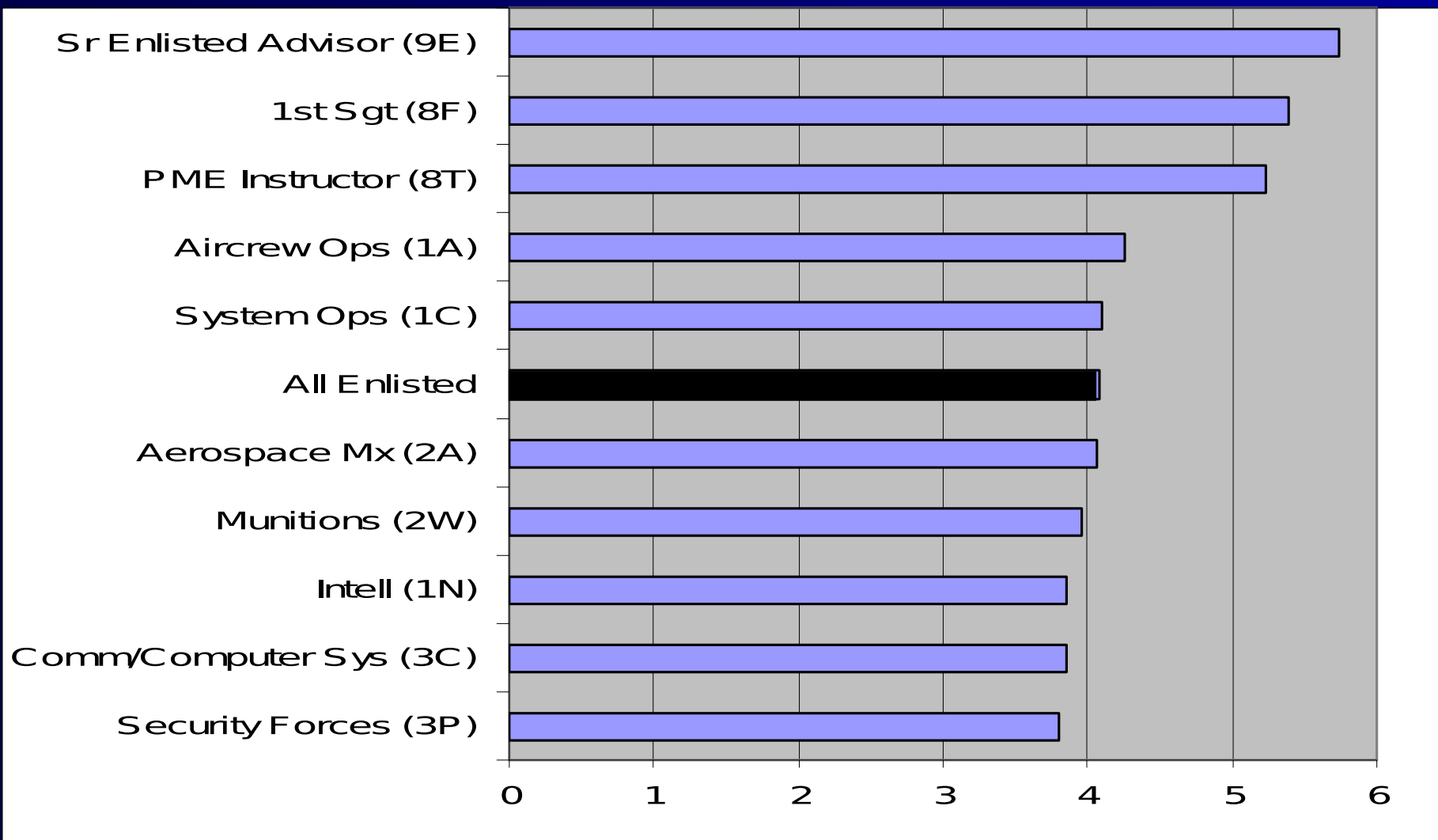


Demographic Comparisons: Pilot General Satisfaction



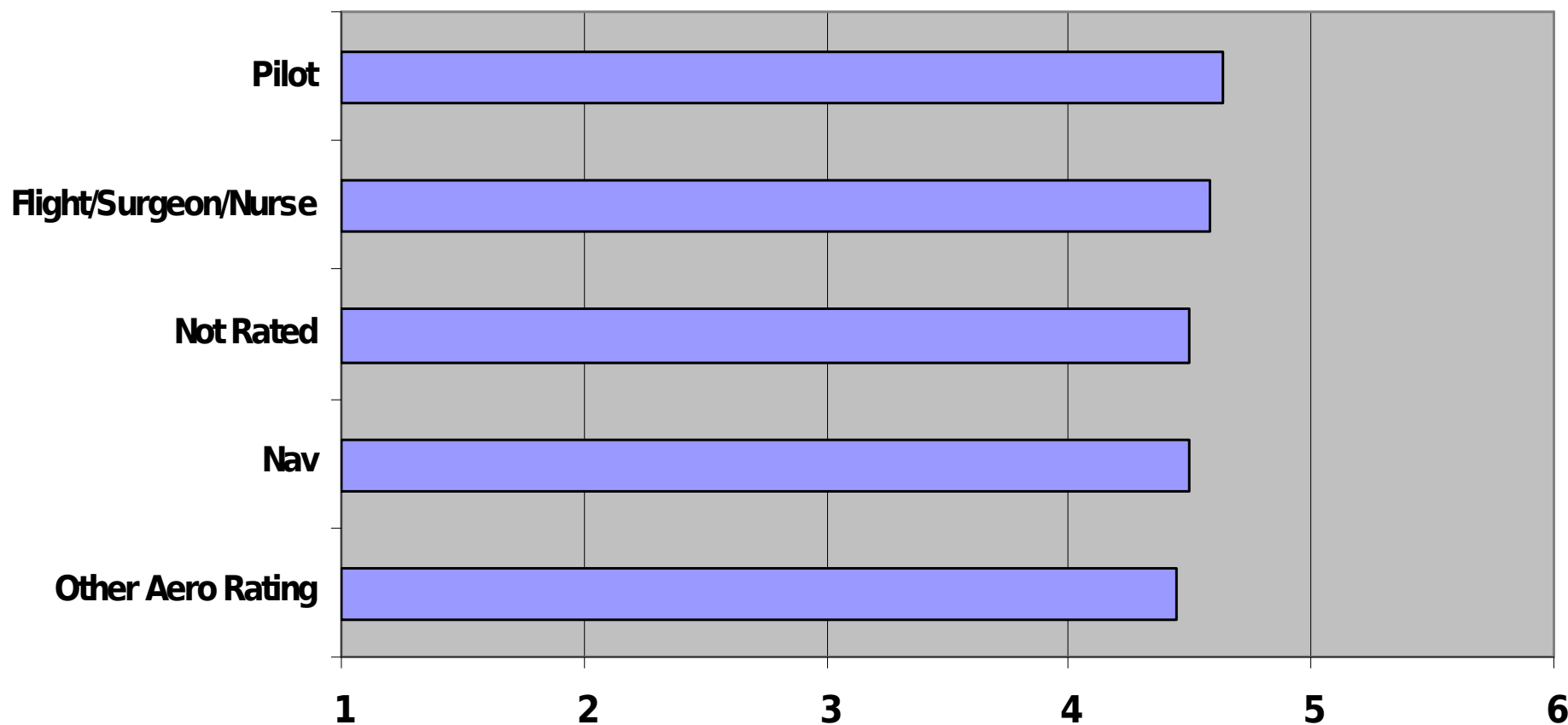


Demographic Comparisons: Enlisted General



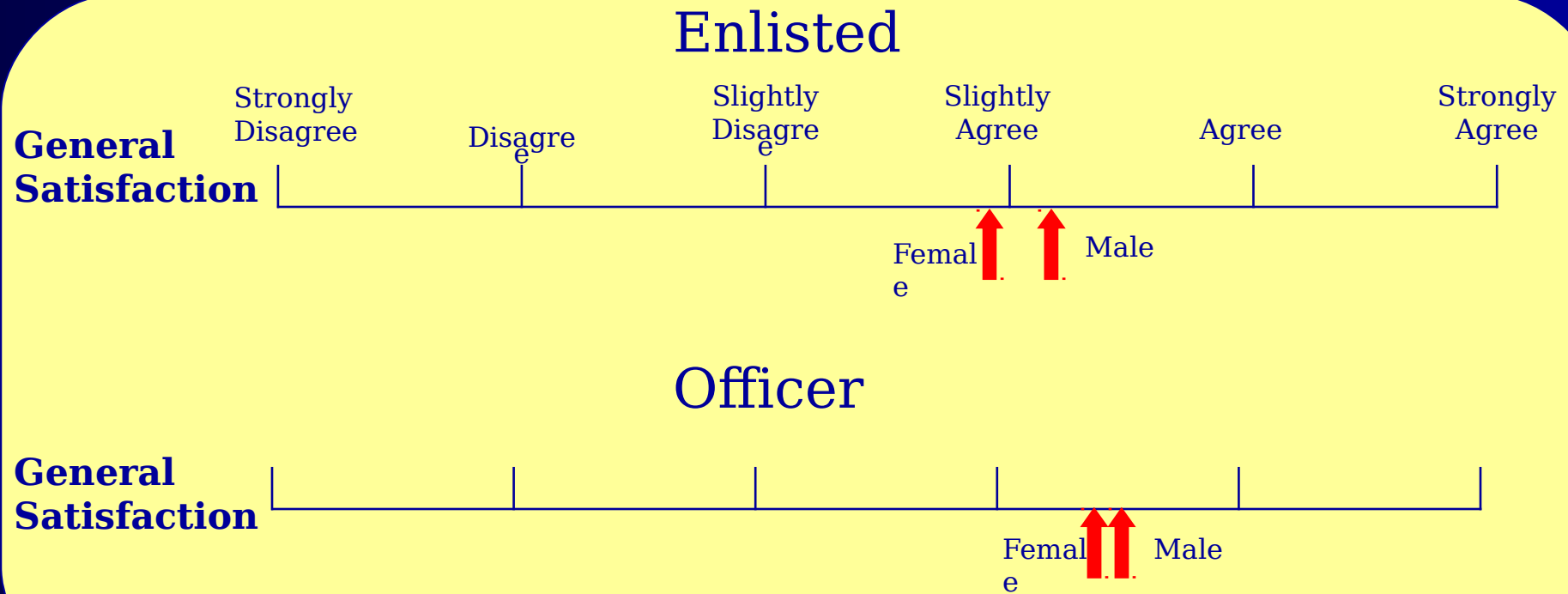


Demographic Comparisons: Aero Rating General Satisfaction (Officers)



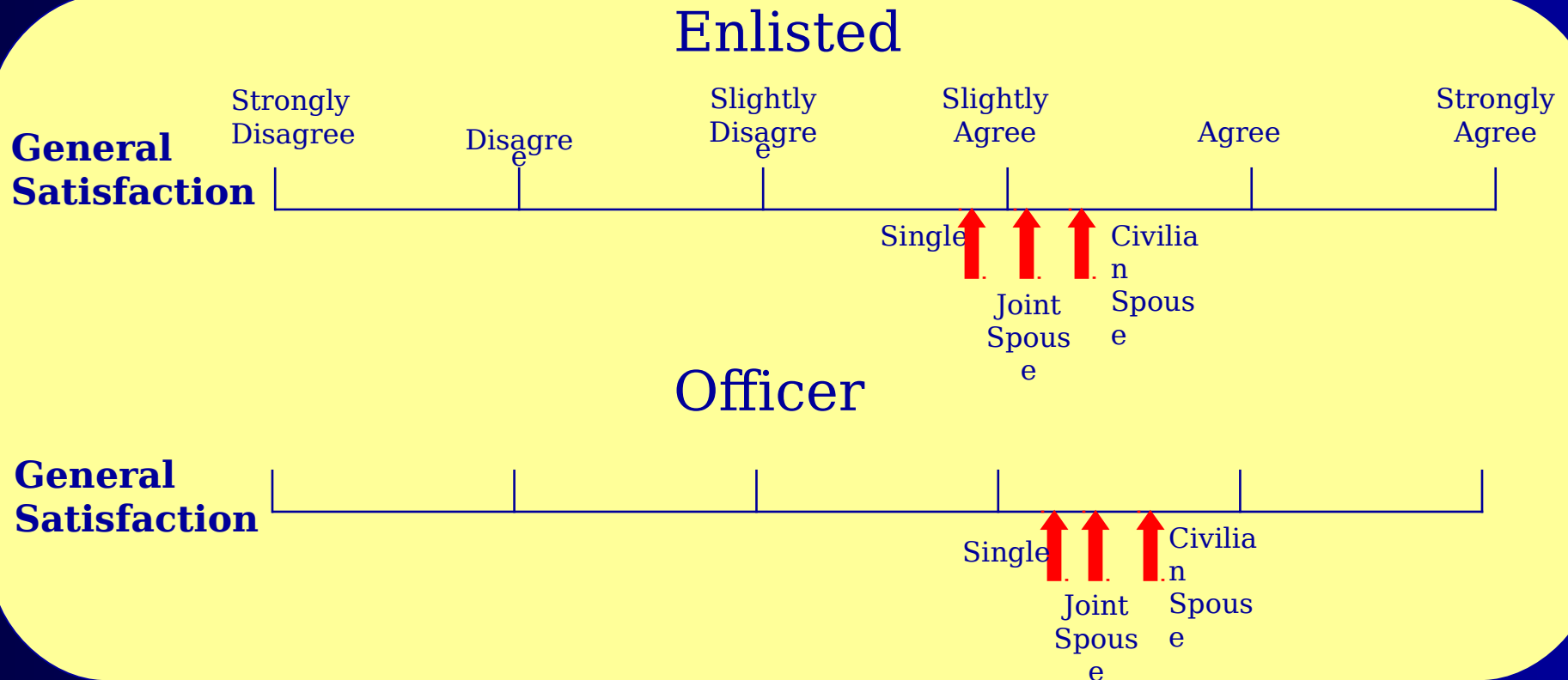


Demographic Analysis: Gender Differences



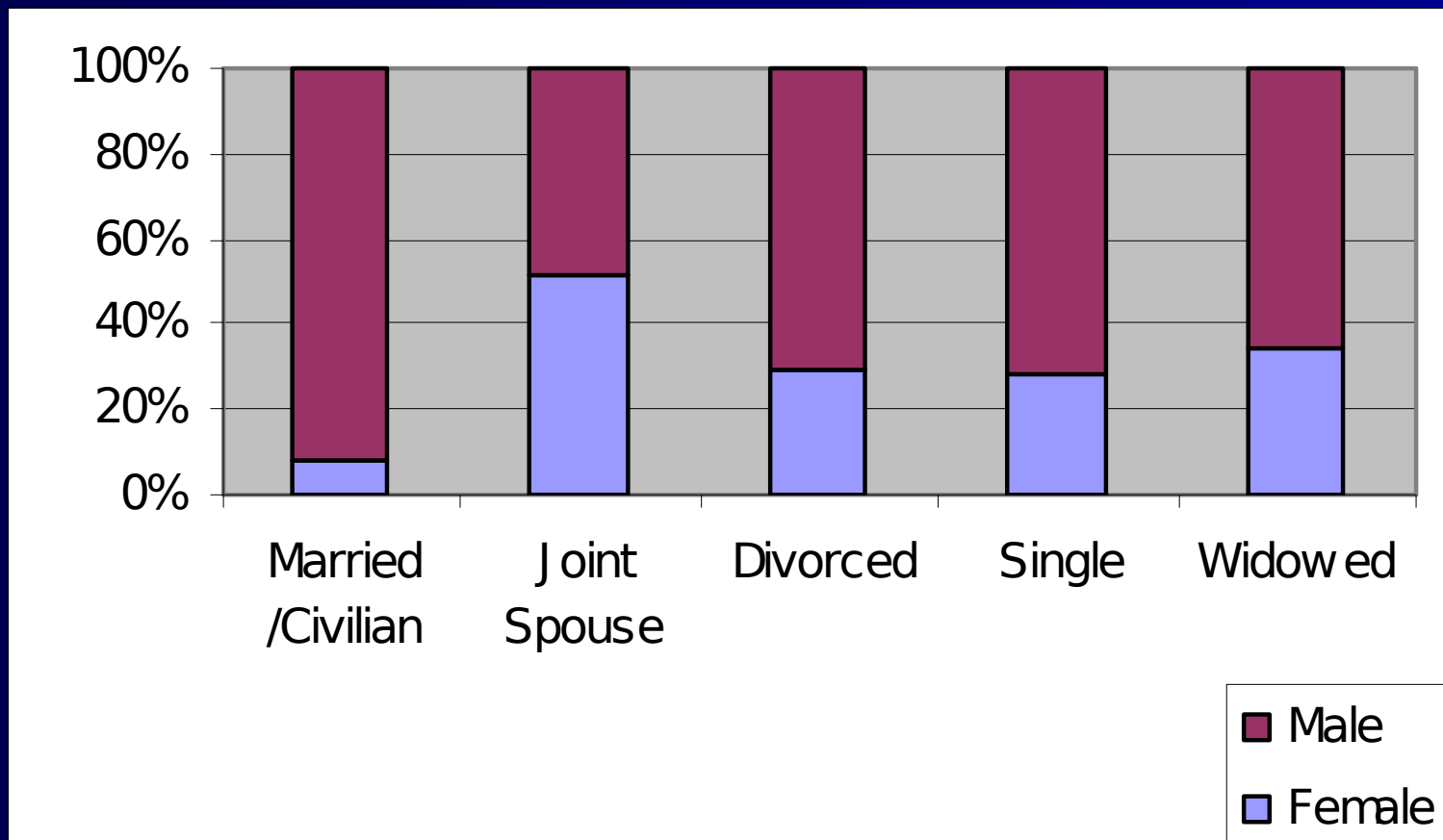


Demographic Analysis: Marital Status Differences



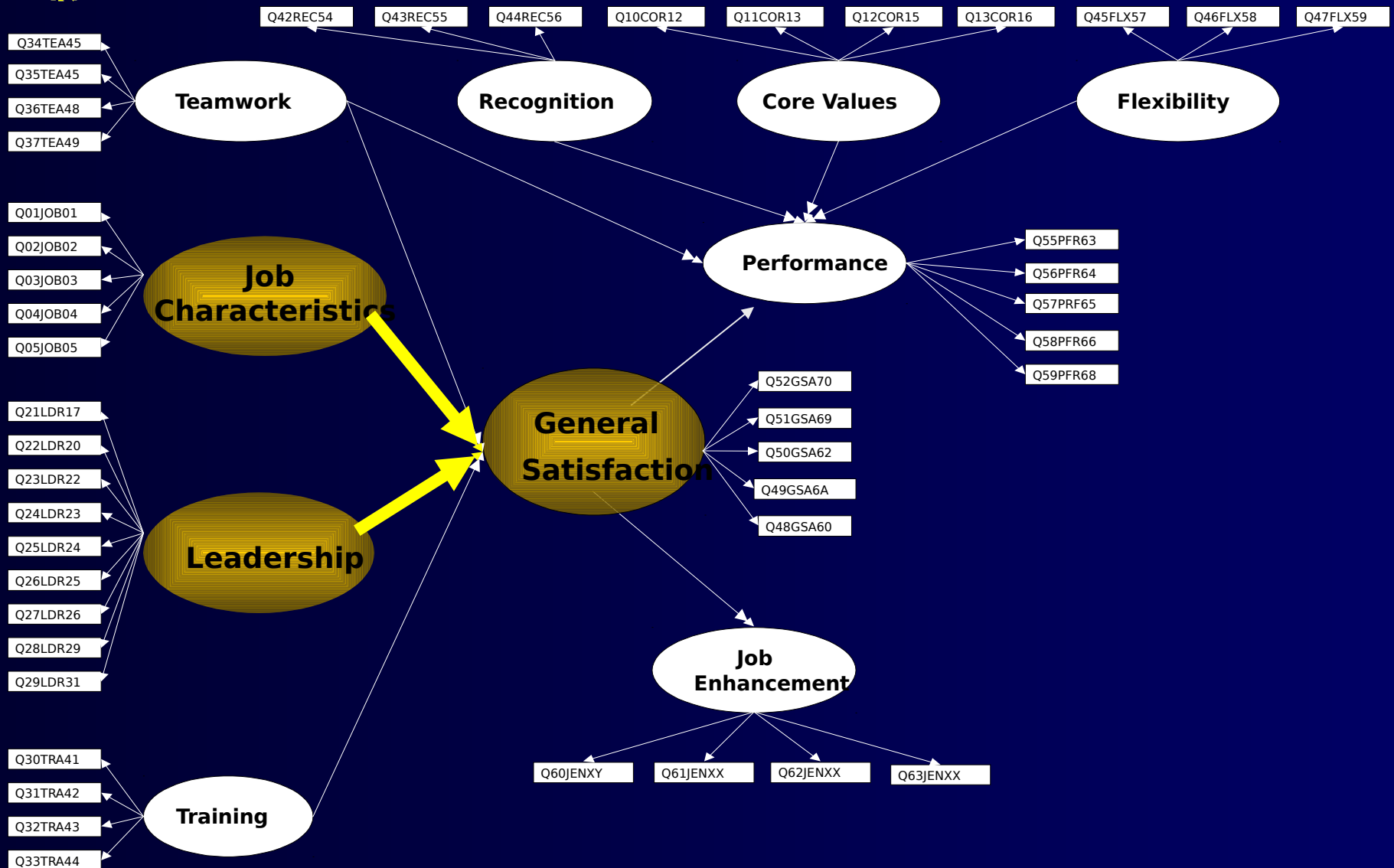


Gender Composition by Marital Status



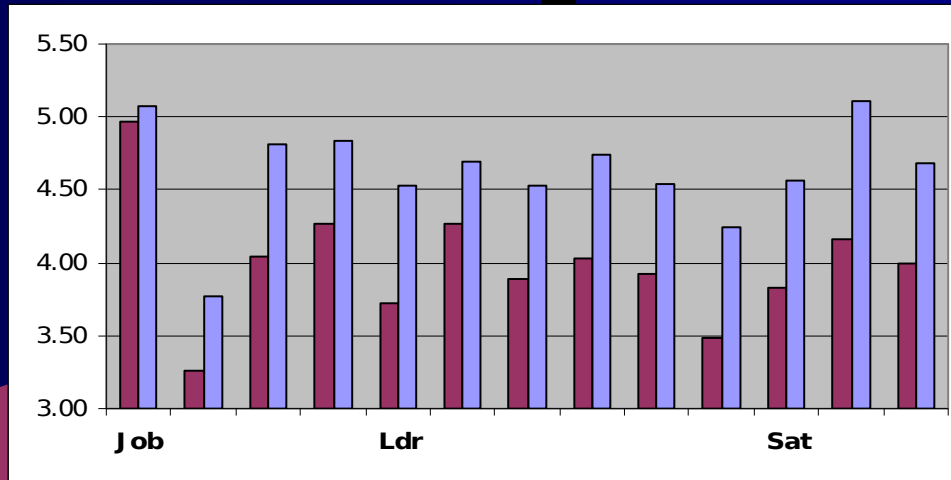


CSAF Survey Structural Model





Fighter Squadron Comparison



Different
Bases

Typical Responses: Unit A Typical Responses: Unit B

"Leadership punishes mistakes instead of rewarding good work."

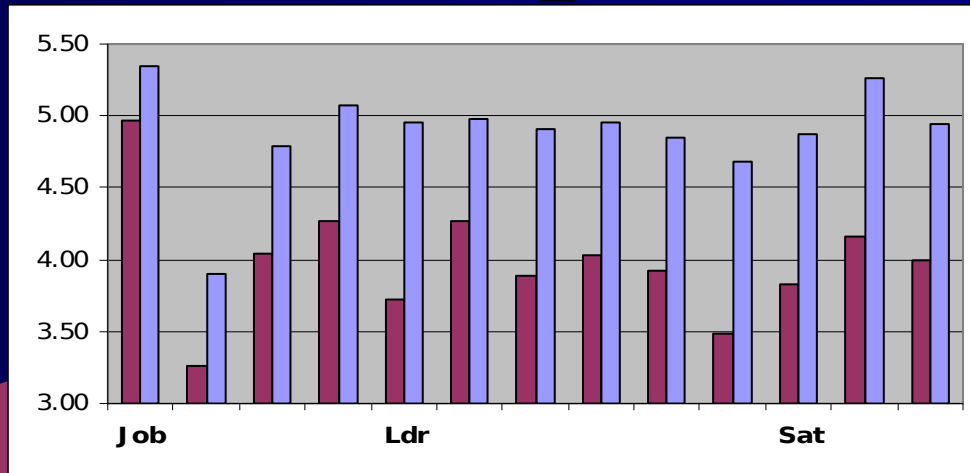
"Our leadership is quick to bark commands and say 'make it happen', but they provide very little support."

"The leadership within Unit B is unified, strong and able. They understand the needs of the worker bee."

"The leadership we have is the finest I have ever seen. You know where you stand. My leadership is the sole reason I am re-enlisting."



Fighter Squadron Comparison



Same
Base

Typical Responses: Unit A

"They never ask us what we think."

"If the CC wasn't so busy he would have time to recognize people in a timely manner."

"I believe that Service before Self is over abused, because it is all we hear when we work constant 13 hour shifts without lunch breaks, plus weekends."

Typical Responses: Unit B

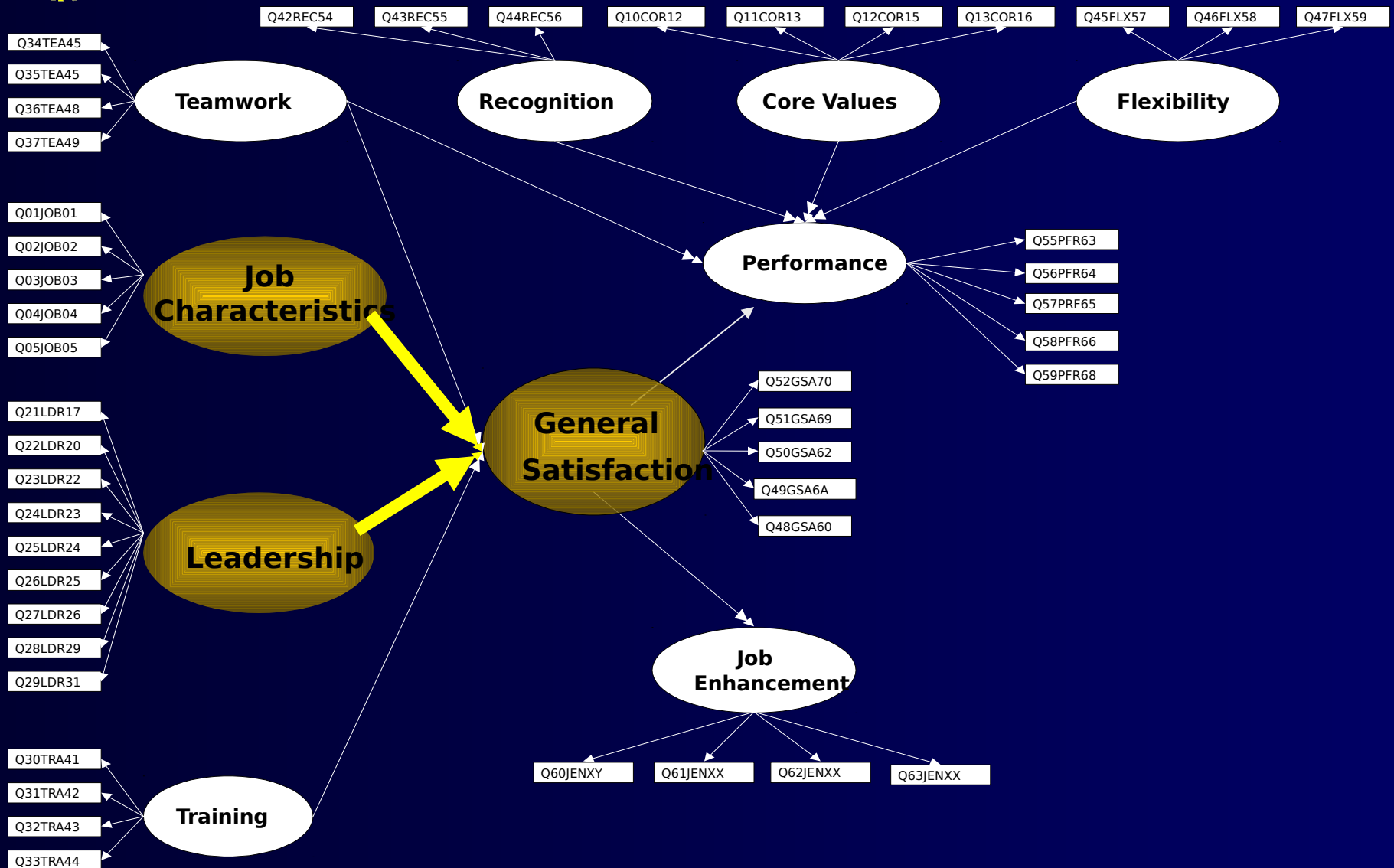
"The best squadron in the Air Force"

"Nobody works harder than my CC to teach us...the smartest person I have ever met."

"My leadership (Flt CC, DO and Sqdn CC) not only know me by name, but also know my strengths and weaknesses."



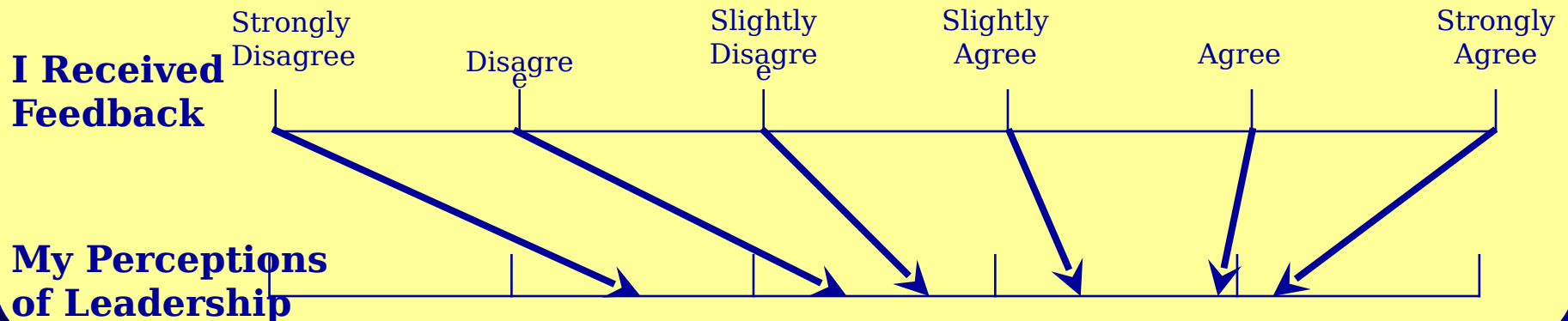
CSAF Survey Structural Model





Where do leaders start?

The importance of feedback



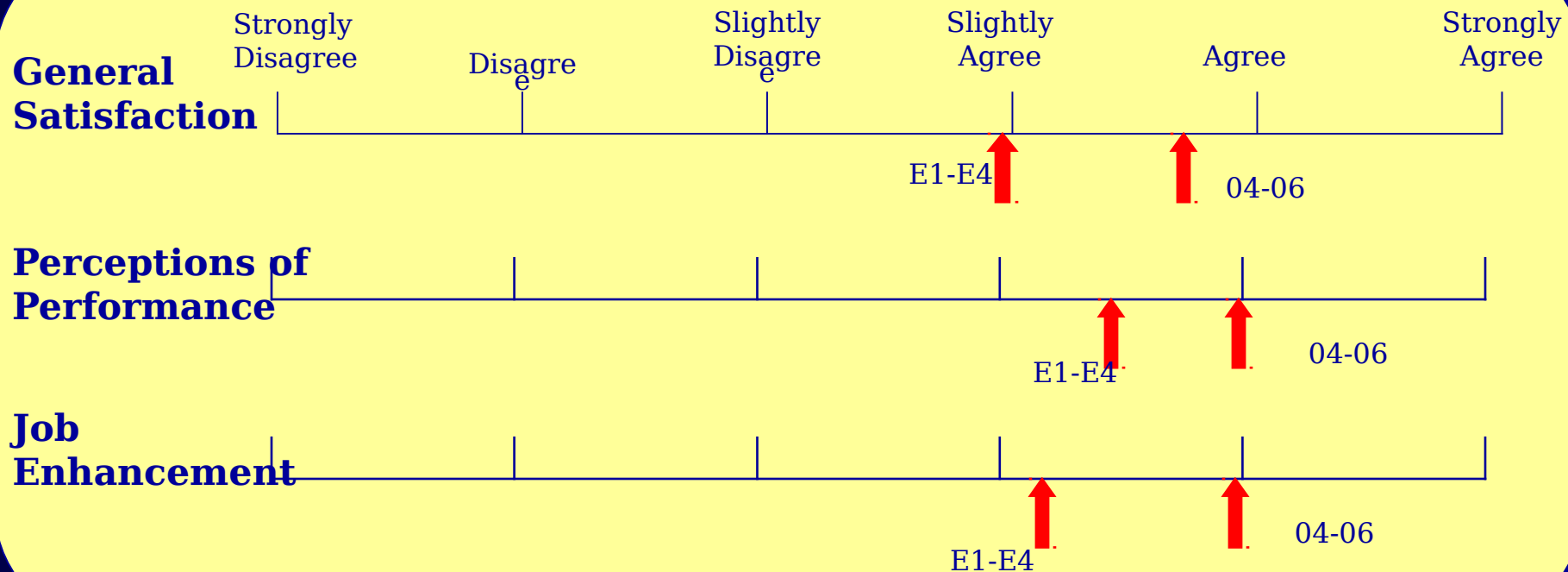
“Surveys are great - but commanders need to inform the squadron on what the results were and what initiatives the squadron will be taking to solve some of the problems. If nothing will or can be done, then the squadron needs to be informed as to why”

“Just because you are concerned enough to survey, doesn't mean that you are willing to act”



Potential Barriers

"I know what is going on in my squadron I don't need a survey to tell me what my people are thinking"





Potential Barriers

*“Who cares about what our members think
- the mission is what’s important”*

Research shows that job attitudes in
organizational performance:

- Lower Turnover
- Increased Efficiency/Financial Perf
- Increased Customer Satisfaction



Organizational Climate Summary/Recommend ations

USAF

- Data similar to 97 results
- Actionable at the unit level
 - Unit commanders brief within 60 days
- ROEs must be respected
- Institutionalize training for all unit commanders on survey interpretation and use as leadership tool



Quality of Life Section

USAF



- Functionally integrated approach
- Results intended for Air Staff action
- Focused on AF corporate priorities
 - Compensation, retirement, tempo, health care, housing, community programs and educational opportunities
- **Emphasis on contemporary issues**
 - Readiness, retention, sense of community



General Well Being- Enlisted

USAF

% Agree

	<u>Overall Enlisted</u>	<u>FTA</u>	
<u>2ndTerm</u>			
• AF is a good place to work	73 (73)	66 (66)	70
			(68)
• AF provides a good QoL			
at my duty location	63 (66)	59 (66)	
			59 (60)
• Family is supportive of career	72 (71)	60 (63)	62
			(60)

97 response data is included in () for comparison



General Well Being- Officer

USAF

% Agree

<u>Overall Officer</u>	<u>CG</u>	<u>FG</u>	<u>Pilot</u>
• AF is a good place to (71) work	84 (82)	84 (81)	85 (83) 79
• AF provides a good QoL at my duty location	77 (76)	78 (76)	78 (77) 75 (67)
• Family is supportive of 66 (59) career	76 (74)	72 (71)	80 (78)



General Well Being- Civilian

USAF

% Agree

	<u>Overall Civilian</u>	<u>Jr Grade</u>	<u>Sr Grade</u>
• AF is a good place to work	85 (77)	85 (83)	84 (81)
• AF provides a good QoL at my duty location	75 (75)	76 (76)	74 (75)
• Family is supportive of career	84 (83)	84 (82)	85 (83)

Jr Grade = 1-9 Sr Grade = 10-15



Compensation-Enlisted

USAF

% Agree

	<u>FTA</u>	<u>2nd Term</u>	<u>Career</u>
• Total pay is fair	25 (28)	21 (23)	25 (30)
• Basic pay is fair	23 (23)	19 (17)	23 (22)
• Housing allowance is fair and equitable	32 (NA)	25 (NA)	24 (NA)
• Retirement system is fair and equitable	25 (13)	22 (10)	39 (37)
• Overall family finances: Can't/barely afford living needs	45 (52)	43 (53)	35 (43)

First Term Airmen = 0-4 YOS

2nd Term Airmen = 4-8 YOS

Career = > 8 YOS



Compensation-Officers

USAF

% Agree

	<u>CG</u>	<u>FG</u>	<u>Pilots</u>
Total pay is fair	55 (59)	59 (60)	55 (50)
• Basic pay is fair	51 (48)	56 (48)	49 (40)
• Housing allowance is fair and equitable	44 (NA)	40 (NA)	35 (NA)
• Retirement system is fair and equitable (28)	38 (32)	61 (61)	39
• Overall family finances: Can't/barely afford basics	11 (15)	8 (11)	8 (13)



Compensation-Civilians

USAF

% Agree

Jr

Sr

- AF pay as good as or better than private sector 48 (48) 59 (43)
- Retirement systems are fair and equitable 66 (67) 73 (73)
- Overall family finances:
Can't/barely afford needs 29 (34) 17 (20)

Jr Grade = 1-9

Sr Grade = 10-15



New Pay Raise

USAF

- Upcoming pay raises tied to “cost of living” will increase my likelihood of serving 20 years or more.

– <u>Enlisted</u> % Agree:	FTA	2nd Term	Career
	47	53	59

– <u>Officers</u> % Agree:	CG:	FG:	Pilot:
	66	71	60



Tempo Trends

USAF

	<u>CY</u>	<u>Off</u>	<u>Enl</u>	<u>Civ</u>
• Average number of TDY days	95	50	46	26
	96	53	54	22
(for those reporting TDYs)		97	56	60
	99	62	68	24
• Average number of hours worked	96	51	46	NA
	97	55	49	44
per week	99	55	51	45



TDY Categories

USAF

- Number of total days TDY during last 12 months:

		Off		Enl	
% of Force	# Days	% of Force	# Days	% of Force	# Days
- Contingencies	20	70	26	80	
- Exercises	26	20	22	20	
- Training	61	31	40	28	
- Other	61	28	36	33	



Tempo

USAF

	<u>Days TDY</u>	<u>Hours</u>
<u>Worked</u>		
• Officers		
– Pilots	86 (83)	56 (55)
– Navs	85 (75)	54 (54)
– Non-rated line	40 (51)	55 (54)
– Non-line	60 (31)	55 (55)
• Enlisted		
– Rated aircrew	79 (66)	51 (50)
– Non-aircrew	65 (57)	51 (49)



Tempo

USAF

- If hours have increased, it's due to: (% force)

	<u>Off</u>	<u>Enl</u>	<u>Civ</u>
- Additional duties	56 (48)	56 (43)	50 (NA)
- Work center undermanned	52 (38)	54 (39)	47 (56)
- Inspections	36 (31)	41 (31)	19 (24)
- Exercises	36 (28)	42 (30)	12 (14)
- Increase in workload	33 (34)	30 (33)	36 (NA)



Health Care

USAF

- Satisfied with medical care % Satisfied
 - Enlisted: self/family 54 (45) / 42 (44)
 - Officer: self/family 62 (58) / 45 (53)
- Satisfied with dental care /insurance
 - Enlisted: self/family 68 (53) / 39 (44)
 - Officer: self/family 75 (67) / 45 (52)
- TRICARE
 - Most have adequate understanding (94%)



Housing

USAF

- Where do you currently live?
 - Family housing: 30% and Dormitory: 15%
 - Off-base: 55%
- % Satisfied with current housing
 - Enlisted: married/single 71 (68) 73 (50)
on- base/off-base 62 (47) 77 (69)
 - Officer: married/single 83 (79) 85 (79)
on-base/off-base 72 (65) 88 (83)



Housing

USAF

- If cost not a factor, preference to live off base:
 - Enlisted: married/single 70 (68) / 79 (75)
 - Officer: married/single 55 (56) / 73 (71)
- Factors that would increase satisfaction with dormitory living (enlisted respondents only)
 - Private bathroom 68% (72%)
 - Private kitchen 57% (69%)
 - More storage space in room 56% (54%)
 - More washers and dryers 53% (50%)
 - Better quality furniture 43% (47%)



Community Programs

USAF

- Sense of community at an Air Force base is important to me

% Agree	<u>Off</u>	<u>Enl</u>	<u>Civ</u>
82 (84)	70 (76)	73 (NA)	

- Most important in establishing sense of community
 - Fitness/sports activities, health care, grocery shopping, education programs, family housing



Community Programs

USAF

- Positive influence on enlisted career intent

	<u>FTA</u>	<u>2nd Term</u>
	(% Agree)	
- Medical health care	68 (59)	68 (59)
- Tuition assistance	67 (65)	67 (63)
- Dental health care	66 (56)	65 (52)
- AF-sponsored off-duty education	56 (51)	60 (58)
- Community College of the AF	53 (51)	50 (46)
- Commissary	53 (47)	60 (48)



Community Programs

USAF

• Positive influence on officer career intent	<u>CG</u>	<u>FG</u>	<u>Pilots</u>
	(% Agree)		
- Medical health care	73 (69)	76 (77)	65 (63)
- Dental health care	68 (59)	71 (65)	61 (54)
- Commissary	60 (60)	74 (67)	70 (62)
- Fitness & sports activities	56 (54)	52 (48)	53 (52)
- Tuition assistance	51 (47)	28 (23)	35 (33)
- AF-sponsored, off-duty education	49 (48)	16 (30)	31 (32)



Community Programs

USAF

- Most positive influence on readiness
- | | | <u>Off</u> | <u>Enl</u> |
|-------------------------------|-----------|------------|------------|
| | (% Agree) | | |
| - Medical health care | 71 (73) | 61 (63) | |
| - Legal assistance | 67 (NA) | 60 (NA) | |
| - Dental health care | 64 (62) | 55 (54) | |
| - Family support programs | 37 (49) | | 40 (42) |
| - Fitness & sports activities | 41 (48) | | 35 (42) |
| - Commissaries | 40 (46) | 40 (48) | |



Educational Opportunities

USAF

A long, light grey horizontal arrow pointing to the right, starting from the left edge of the slide and ending with a grey arrowhead on the right edge.

- Satisfaction with educational opportunities at their current base
 - 49% (50%) officers
 - 60% (54%) enlisted
 - 76% (NA) civilians
- Tuition Assistance and AF-sponsored off-duty education in top five ranking of community programs having positive retention influence



Department of Defense Dependent Schools

USAF

A long, light grey horizontal arrow pointing to the right, starting from the "USAF" text and extending across the top of the slide.

- About 40% indicated DODDS compare favorably to CONUS schools
 - One-quarter officers and one-fifth enlisted disagreed
- Members' perceptions least positive about "academic options" and "special needs" programs



Career Intent-Enlisted

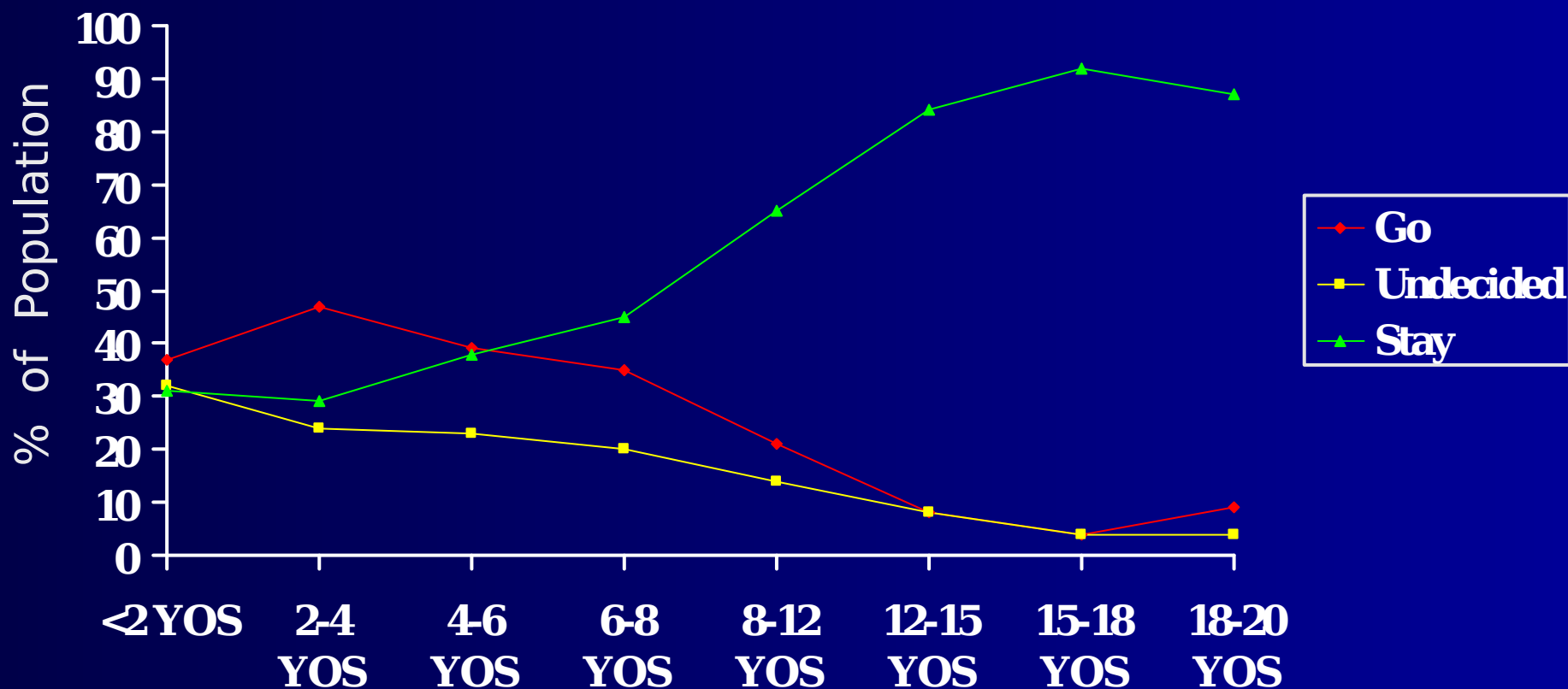
USAF

	<u>Overall</u>	<u>FTA</u>	<u>2nd Term</u>	<u>Enlisted</u>
• % Plan to stay	61 (58)	31 (29)	45 (39)	
• % Undecided	15 (15)	26 (27)	20 (19)	
• % Plan to leave	24 (27)	43 (46)	35 (42)	
• Trend data on “% Plan to stay”				
	<u>95</u> <u>96</u> <u>97</u> <u>99</u>			
	64 62 58 61			



Enlisted Career Intent

USAF





Career Intent-Officer

USAF

Overall Officers

CG

FG

Pilots

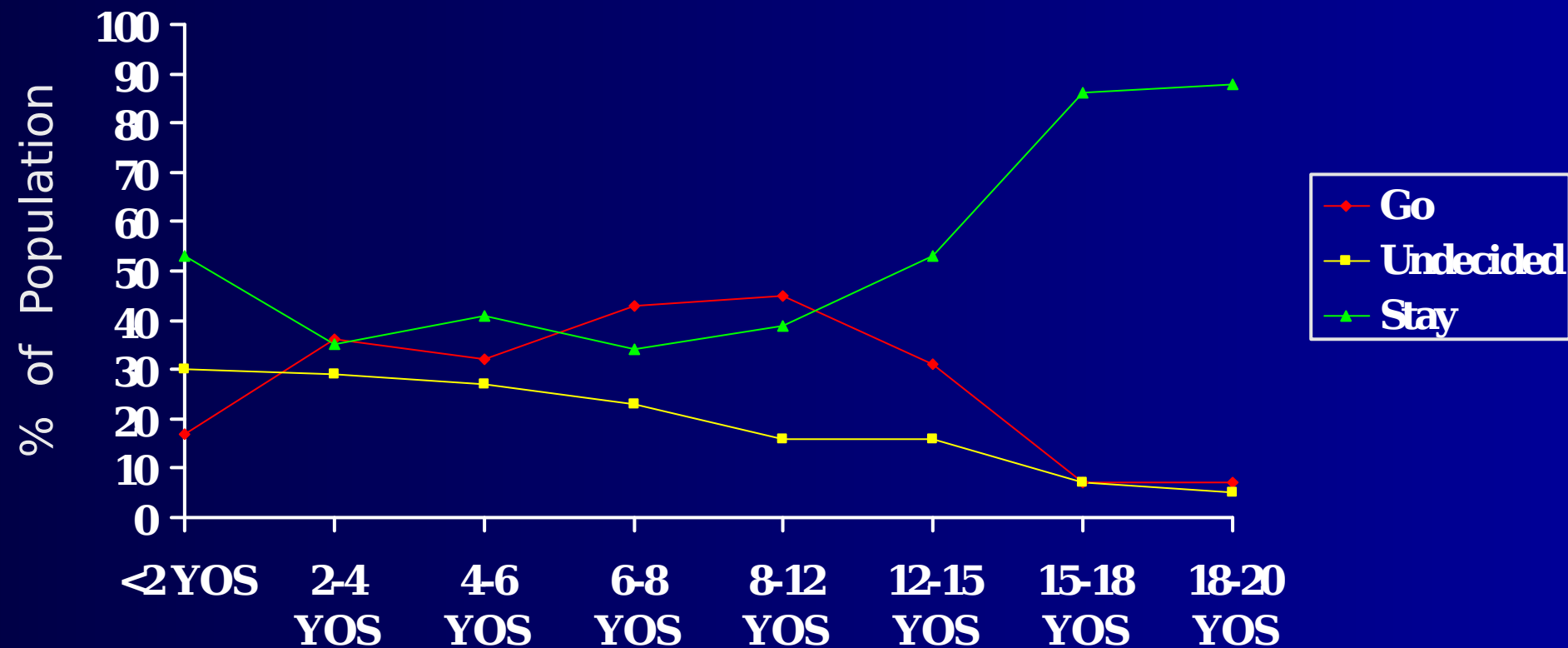
CG FG

- % Plan to stay 68 (64) 57 (56) 86 (82) 37 74
- % Undecided 12 (13) 15 (15) 6 (6) 21 10
- % Plan to leave 20 (23) 29 (29) 12 (12) 42 16
- Trend Data on “% Plan to stay”
95 96 97 99
74 72 64 68



Pilot Career Intent

USAF





Career Intent-Civilians

USAF

- % Plan to remain in DoD employment

Jr Grade

Sr Grade

78 (75)

82 (80)

- Undecided

13 (17)

8 (11)

- Plan to leave DoD employment

9 (8)

10 (9)

- Trend data on “% Plan to stay”

95

96

97

99

81

84

77

81

Jr Grade = 1-9

Sr Grade = 10-15



Quality of Life Summary

USAF



- Most people are not satisfied with their compensation
- Tempo is on the rise, in terms of days TDY
- Service members' satisfied with own medical/dental care; less satisfied with medical/dental care of family members
- There is general satisfaction with housing, but not with housing allowances
- Sense of community important to AF members
- Education programs strong in career intent value
- Career intent trends are holding their own
- QOL programs and AF work are viewed positively



Recommendations

USAF

A thick grey horizontal arrow pointing to the right, starting from the left edge of the slide and ending with a grey arrowhead on the right edge.

- Release results to field
 - QoL to MAJCOM level
 - Climate to unit-equivalent level
 - SAF/PA release AF-level results

